



**The 2007 Strategic Plan
for
ASIS International**

May 2006

1. Introduction

The ASIS Strategic Planning Committee met on May 11-12, 2006 to update the current Strategic Plan and to identify 2007 Priority Strategies. To achieve this objective, the Committee used the following three-step process.

- **Step 1:** Conduct a “situational analysis” to identify and evaluate impacts of key professional, membership, and organizational planning issues on ASIS and its future objectives, strategies, and implementation processes.
- **Step 2:** Validate or re-establish ASIS’s strategic position, focus, and direction through a clear articulation of the ASIS Mission, Goals, and Goal Strategies.
- **Step 3:** Create ASIS’s strategy priorities and processes to stimulate and launch the successful pursuit of ASIS’s member service and representation functions.

The Committee’s redevelopment of the ASIS Strategic Plan produced the following outcomes:

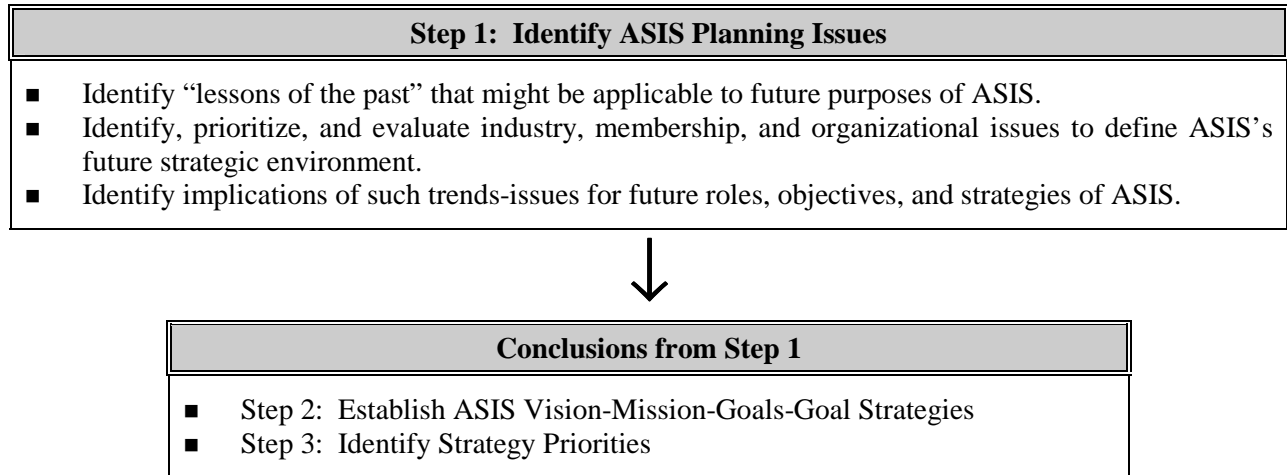
- As shown in Section 2, 12 planning issues were identified in the ASIS strategic environment; and these issues and related implications provided the rationale for updating the Plan and identifying implementation priorities.
- As shown in Section 3, the Committee revised the current Vision Statement to position ASIS as the “recognized leader” in security. Second, Goal 5 was revised to amplify “professionalism.” Third, the order of the current Goals 1 and 2 was revised. Finally, many of the Goal Strategies were revised in addition to development of new items as shown by an asterisk (*).
- As shown in Section 4, seven implementation priorities were identified for emphasis on the 2007 Business Plan.

The following members participated on the Strategic Planning Committee. Their insights and perspectives contributed to the development of the proposed 2007 Strategic Plan.

2006 Strategic Planning Committee	
Steve D. Chupa, CPP, Chairman	
Steven K. Bucklin	Robert L. Martin, CPP
John C. Cholewa III, CPP	James E. McNeil, CPP
Eduard J Emde, CPP	Raymond T. O’Hara, CPP
Linda F. Florence, CPP	Thomas M. Seamon, CPP
Joseph R. Granger, CPP	Stephen L. Van Zwieten, CPP
Michael E. Knoke, CPP	Loretta Woodward Veney, CPP

2. Step 1: ASIS Planning Issues

The first step in the planning process is to identify and evaluate ASIS Planning Issues. This is highlighted in the following diagram.



As shown in this diagram, the focus of these Committee discussions was to define evolving issues and trends in ASIS’s strategic environment that could spawn development of ASIS future roles, objectives, and strategies. Planning issues, as used here, could represent: (a) trends-issues that define professional opportunities and challenges; (b) member composition and expectations and whether ASIS is effectively fulfilling members’ needs; and (c) organizational structure, process, or research issues.

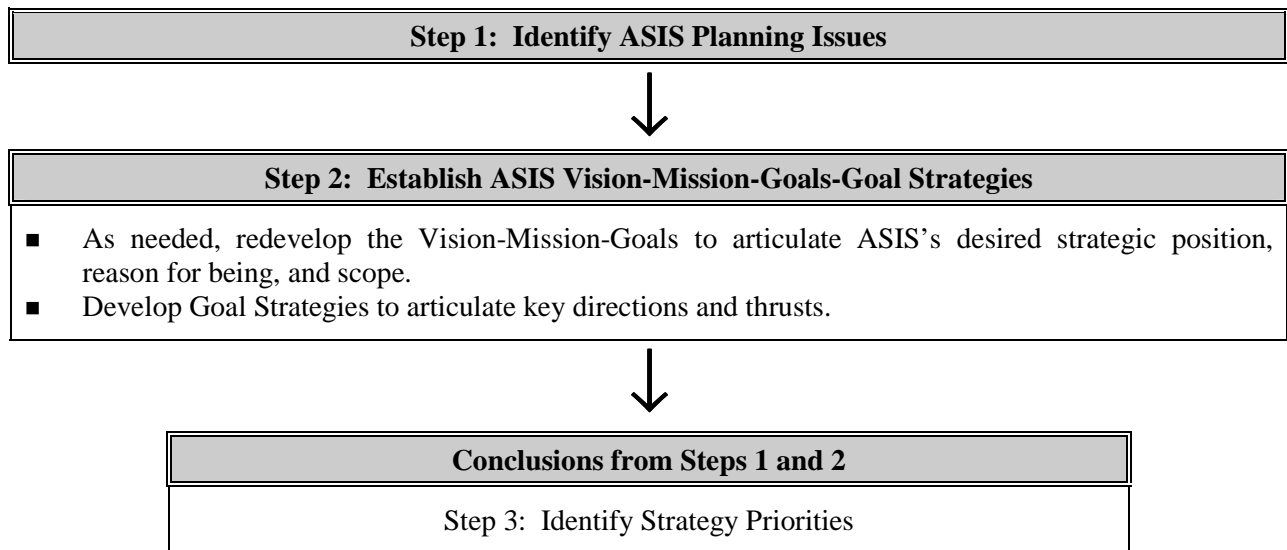
The Committee feels that the 12 planning issues given on the following pages are key drivers in ASIS’s strategic environment. Hence, the Strategic Plan and Priority Strategies must be aligned with or responsive to these conclusions. It is expected that these planning issues will be updated each year as part of the ongoing environmental scan task in the ASIS planning process. Specifically, results generated in Phase 1 of the AGOBA project will influence discussions of the ASIS strategic environment by the 2007 Strategic Planning Committee.

2007 ASIS Strategic Planning Issues

1. The enterprise will be strengthened through the continuing development and utilization of security guidelines and standards.
2. Traditional security, cyber security, business continuity, and disaster recovery will continue to converge as a means to more effectively and efficiently protect the assets of an organization.
3. Businesses and business leaders are increasingly expecting security executives to focus on the viability and sustainability of their organizations.
4. Security managers must remain or become more knowledgeable in the use of business management concepts and techniques (e.g., ROI cost benefit analysis, process flow charting, risk management, global business asset protection, etc.).
5. The rapid growth of global businesses provides new challenges for the protection of intellectual, physical, and human assets.
6. Natural disasters, terrorist acts, and other business-societal disruptions create challenges for security managers and a need for ASIS to respond to members and other constituent audiences.
7. Effective public-private partnerships strengthen the protection of assets.
8. An inadequate number of security professionals pursue professional certification as an element in their career development and workplace success.
9. ASIS members see value in:
 - Timely delivery of relevant information
 - Information and exposure to security products and services.
 - Networking and relationship building opportunities.
 - Security guidelines and standards.
 - Cutting edge education programs relevant to their professional needs.
10. Members do not recognize value in ASIS sponsoring, conducting, and publishing scientific research on key security topics.
11. Membership strategies must consider potential impacts of industry consolidation.
12. It is challenging for ASIS to effectively serve its non-North American members.

3. Step 2: ASIS Vision-Mission-Goals-Goal Strategies

The second step in the planning process is to establish ASIS's desired strategic position, focus, and direction. This is highlighted in the following diagram.



As used here, the Vision identifies what ASIS desires to become and/or to create in the long-term. The Mission defines the scope and reason for being in a manner that is consistent with Vision. Goals amplify the Mission and state the highest priority purposes of ASIS. Goal Strategies indicate “what” ASIS should do to pursue its Goals in an effective manner.

It is expected that Phase 2 of the AGOBA project will provide input related to the strategic position and direction of ASIS in the long-term; and that the 2007 Strategic Planning Committee will use these insights during its discussions of the ASIS Vision, Mission, Goals, and Goal Strategies.

ASIS International Vision

ASIS International will be the recognized leader advancing security worldwide.

ASIS International Mission

To achieve its vision, ASIS International will promote excellence in and recognition of the security profession.

ASIS International Goals

1. Identify and fulfill the needs of members and potential members.
2. Provide quality education and training.
3. Provide opportunities for the exchange of ideas and information.
4. Develop security guidelines and standards.
5. Promote professionalism and ethical conduct.
6. Promote and represent the profession and ASIS to key audiences.
7. Enhance the effectiveness of ASIS volunteer leadership.
8. Assure the continued strength of ASIS.

GOAL 1
Identify and Fulfill the Needs of Members and Potential Members¹

- 1.1 Ensure that all members receive benefit from ASIS's programs and services in a cost-effective manner for both the member and ASIS.
- 1.2 Continue to provide high levels of customer service and responsiveness.
- 1.3 Review and evaluate processes for dissemination of relevant information from ASIS to members.
- 1.4 Evaluate the impact of changing demographics, globalization, consolidation, and other industry trends on membership strategies.*

GOAL 2
Provide Quality Education and Training

- 2.1 Incorporate additional business management concepts and techniques and enterprise risk concepts and applications into ASIS's education programs.*
- 2.2 Provide innovative and timely educational programming and use technology-based delivery systems to satisfy current attendees while attracting new participants in ASIS-sponsored education programs.
- 2.3 Enhance educational programming and networking opportunities at Chapter and regional levels.
- 2.4 Develop a relevant body of knowledge to support Society programs and the maturation of the security profession.*
- 2.5 Offer advanced education opportunities for security professionals.
- 2.6 Provide awareness and education opportunities addressing convergence more effectively and efficiently protect the organization.*

¹ Note: "Continue to identify the needs of members and potential members" was deleted as a Goal 1 Strategy.

GOAL 3
Provide Opportunities for the Exchange of Ideas and Information

- 3.1 Promote, collect, and disseminate scientific research on key security topics.*
- 3.2 Identify and implement opportunities for information exchange and discussion on issues affecting the profession.
- 3.3 Explore and enhance alternatives for non-U.S. member participation in ASIS programs, activities, and governance.
- 3.4 Enhance information sharing between public and private sectors.*

GOAL 4
Develop Security Guidelines and Standards

- 4.1 Research and develop guidelines for the security profession and create a process to migrate guidelines to standards if appropriate.
- 4.2 Effectively communicate guidelines and standards developed by ASIS.
- 4.3 Explore opportunities to accredit security departments within organizations utilizing guidelines.*
- 4.4 Assure that ASIS education programs and certification content are in concert with guidelines.*

GOAL 5
Promote Professionalism and Ethical Conduct²

- 5.1 Promote the ASIS Code of Ethics.
- 5.2 Promote certification as a professional competency standard.
- 5.3 Analyze the need for additional certifications or modifications to existing certifications and, as appropriate, offer these credentials to member and non-member security professionals.

² Note: "Evaluate and analyze the current membership to determine the penetration among eligible certification members" was deleted as a Goal 5 Strategy.

GOAL 6
Promote and Represent the Profession and ASIS to Key Audiences³

- 6.1 Promote the role and value of the security management profession, the CSO concept, and ASIS throughout the business community, media, government entities, and the public.
- 6.2 Provide guidance and support to government and industry to help develop effective strategies to address terrorism and other security issues.*
- 6.3 Assure an awareness among key audiences of the existence and value of convergence within enterprise risk function.*
- 6.4 Collaborate with educational institutions, government agencies, the business community, and non-security disciplines to establish joint or ASIS-sponsored educational programs and certifications.
- 6.5 Establish strategic alliances with security, business, governmental, information technology security, and law enforcement organizations to support pursuit of the ASIS Mission.
- 6.6 Provide timely communication, pertinent information, and support to constituent audiences in the event of natural disasters, terrorist acts, and/or other business/societal disruptions.*
- 6.7 Promote the value of scientific research to ASIS members.*

GOAL 7
Enhance the Effectiveness of ASIS Volunteer Leadership

- 7.1 Ensure that ASIS's governance structure and processes use volunteer leadership resources in an effective and efficient manner.
- 7.2 Review and evaluate current practices with regard to volunteer participation.
- 7.3 Recognize volunteer leadership contributions and successes.

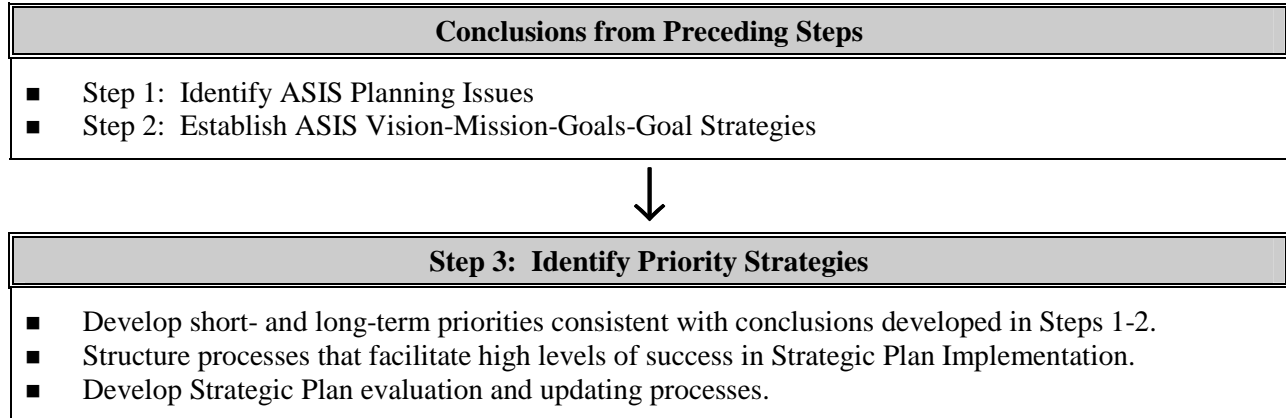
³ Note: "Ensure that information technology security and traditional security converge in the evolving body of knowledge in security" was deleted as a Goal 6 Strategy.

GOAL 8
Assure the Continued Strength of ASIS

- 8.1 Identify and target specific growth market opportunities for ASIS.
- 8.2 Increase membership and retention.
- 8.3 Identify and obtain additional non-dues income from an array of sources.
- 8.4 Ensure that organization structure and processes enable ASIS to address key challenges and opportunities in a timely and effective manner.
- 8.5 Ensure the direction of all organization entities by tracking specific objectives consistent with the Strategic Plan.

4. Step 3: Priority Strategies

The third step in the planning process was to identify ASIS priority strategies for 2007. This is highlighted in the following diagram.



The 2006 Strategic Planning Committee identified seven Priority Strategies for 2007. These priorities, in the Committee's view, should be emphasized in the 2007 Business Plan and budget because they represent approaches that will increase the value of ASIS to the members and profession it serves. Priority Strategies shown on the following page are identified by Goal Strategy statements from Section 3.

The Committee feels that all of these priorities are very important areas to pursue in response to the ASIS Vision-Mission and Planning Issues. However, the first two 2007 Priorities are viewed by the Committee to be particularly important implementation areas for ASIS in 2007. Additionally, the Committee recognizes that ASIS will expend energy toward implementing all facets of the Strategic Plan each year so the seven Priority Strategies are not meant to pre-empt important work in all other areas of the revised Strategic Plan. As in previous sections, it is expected that the AGOBA project will produce "actionable" findings that will influence implementation priorities in the 2008 Business Plan.

2007 Implementation Priorities

1. Promote the role and value of the security management profession, the CSO concept, and ASIS throughout the business community, media, government entities, and the public. (6.1)
2. Research and develop guidelines for the security profession and create a process to migrate guidelines to standards if appropriate. (4.1)
3. Incorporate additional business management concepts and techniques, and enterprise risk concepts and applications into ASIS's education programs. (2.1)
4. Provide innovative and timely educational programming and use technology-based delivery systems to satisfy current attendees while attracting new participants in ASIS-sponsored education programs. (2.2)
5. Provide awareness and education for members addressing convergence (defined as a broad based enterprise protection concept) to more effectively and efficiently protect the organization. (2.6)
6. Promote certification as a professional competency standard. (5.2)
7. Ensure that organization structure and processes enable ASIS to address key challenges and opportunities in a timely manner. (8.4)